

IAS - 91/74
10 July 1974

MEMORANDUM FOR: Chief, DDI Management Staff

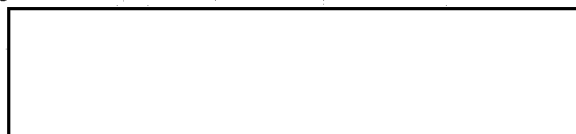
SUBJECT : Intelligence Community Personnel Exchange

REFERENCE : USIB - D-27.1/48, 1 July 1974

1. We do not believe a community-wide formal exchange program is in the best interests of either Agency analysts or the CIA offices involved. Rather, we believe the informal approach best meets the needs of the offices and individuals involved.

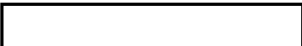
2. For any exchange to be most effective, it is necessary to tailor the assignment to an individual's capabilities, skills, and subject expertise to meet a specific need. Thus, there is the question of availability, timing, and focus of current programs which dictate considerable flexibility in exchange negotiations which are best met, in our view, through an informal, bilateral mechanism.

3. The seminars mentioned in paragraph 5 of General Graham's proposal, though not germane to an exchange program, have considerable merit and would be a more practical and effective alternative toward the goals of a more rewarding career and enhancement of analytical skills. Two of these have been initiated by NIO's in the recent past and have been well received by the analysts involved.



GEORGE W. ALLEN
Director
Imagery Analysis Service

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8 July 1974

MEMORANDUM FOR: Director, Imagery Analysis Service

SUBJECT : Intelligence Community Personnel
Exchange Program

1. We have been asked to put together a coordinated Agency response on the attached USIB memorandum dealing with the establishment of a community personnel exchange program.

2. Require your response by c.o.b. 10 July so that we may prepare an Agency response which we will then coordinate with you.


Chief, DDI Management Staff

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Attachment:
As stated

DDI-2036-74

USIB-D-27.1/48
1 July 1974

UNITED STATES INTELLIGENCE BOARD

MEMORANDUM FOR THE UNITED STATES INTELLIGENCE BOARD

SUBJECT : Intelligence Community Personnel
Exchange Program

1. The Director of Central Intelligence has requested that the attached memorandum from General Graham on the subject be circulated for USIB consideration. Mr. Colby has indicated his support of General Graham's proposal provided that progress on such exchanges can be made without becoming enmeshed in bureaucratic procedures.

2. USIB Principals are invited to forward their comments on the subject proposal to General Graham by 15 July. This item will then be scheduled on an agenda for USIB discussion at an early date.

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Acting Executive Secretary

Attachment

1 July 1974

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Intelligence Community Personnel
Exchange Program

1. In view of the President's 5 November 1971 call for "more rewarding careers for intelligence analysts" and the continuing need for the enhancement of analytical skills within the Intelligence Community, it would seem appropriate that we periodically review Community progress in these areas and make recommendations for additional action where required.

2. DOD has established a sound basis via the DOD-wide Intelligence Career Development Program which was initiated in mid-'72 for both military and civilian intelligence personnel. During 1973 long-range goals and objectives were established, working groups organized and an initial start at identifying and unifying the Defense Community made. These early efforts indicated that the civilian side of the program would require additional attention.

3. As a part of this DOD effort, the Defense Intelligence Agency has recently implemented an inter-agency intern exchange program with the National Security Agency. The six-month exchange program is presently limited to entry level professionals but may be later expanded to include higher grades. Additionally, an effort is underway to have appropriate DIA analysts obtain training at NSA in the use of SIGINT in intelligence analysis.

4. Within CIA, DDS&T and DDI are also involved in exchange programs, but on a less formal basis. During the past year, for example, analysts from Army and Navy were detailed to OSI to work on projects dealing with Soviet laser systems and OSI and OEL are negotiating for similar arrangements with Navy and NSA. For the last several years,

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representatives of other agencies have been detailed for one or two years to OSR. At present there are six persons working in that office [redacted]

[redacted] OSR has also arranged for an exchange of officers with NSA for one year tours beginning in the near future.

5. While the above actions are laudable, total Community progress in inter-agency personnel exchanges, especially in the analyst field, is lagging. During a recent Middle East seminar, Community analysts expressed a desire for more frequent face-to-face contact with counterparts in other intelligence agencies to exchange ideas and discuss problems of mutual concern. This requirement was further evidenced in the Middle East Post-Mortem which recommended that analysts be encouraged to exchange views and challenge consensus, and that procedures be established to facilitate such action.

6. In view of the aforementioned, I propose that the USIB appoint an ad hoc committee to consider the desirability of initiating a Community-wide Intelligence Personnel Exchange Program to address both the career enhancement aspect and the upgrading of professional skills.

7. The committee should address itself to such things as:

a. Which agencies would exchange personnel with which other agencies or would there need to be reciprocity in all instances.

b. How long the tours should be.

c. Whether any formal machinery need be set up to monitor the program or whether it should be done on an informal basis between agencies.

d. Whether personnel involved would be paid on a reimbursable basis or merely continue to be paid by parent organizations.

8. I recommend that this subject be scheduled for USIB consideration at a early meeting.

[redacted]

✓ Daniel O. Graham
Lieutenant General, USA
Deputy to the DCI for the
Intelligence Community